



CALIFORNIA DEPARTMENT OF WATER RESOURCES

STRATEGIC PLAN

last updated October 2021

The background of the slide is a photograph of ocean waves. The top half of the image is a soft, out-of-focus view of the sea under a pale sky. The bottom half shows a close-up of a wave's crest as it breaks, creating a large amount of white, frothy foam. The water is a light blue-grey color.

MISSION

To sustainably manage the water resources of California,
in cooperation with other agencies, to benefit the state's people
and protect, restore, and enhance the natural
and human environments.



ADAPTING FOR THE FUTURE

This strategic plan serves as a roadmap for ensuring the wise and equitable use of water. Focused on the next several years, this plan identifies the goals, objectives, and strategies essential for the Department's success. This is a living document that will continue to be adjusted as circumstances and priorities change. Please note, this document is not inclusive of all Department objectives and functions. Divisions should continue to develop and bolster their team's strategic plans to ensure all facets of the Department are aligned with the mission.

Secure the functions of the State Water Project for future generations – The State Water Project (SWP) is the largest state-owned and operated water storage and delivery system in the country. It provides water for 27 million people and 750,000 acres of irrigated agriculture. Through the SWP, DWR improves water quality in the Delta, manages Feather River flooding, generates power, provides recreation, and enhances fish and wildlife habitat. DWR's assets and the supporting water management infrastructure are reaching the end of their life. DWR will need to address its aging infrastructure, and impacts associated with climate change, population growth, ecosystem stressors, and funding constraints. In the next three years, DWR will adopt a unified framework for condition assessment, risk management, and strategic planning for capital investments to prepare the SWP infrastructure for the next 50 years.

Implement a comprehensive and system-wide approach to dam safety, flood protection, and emergency management – The interrelated nature of upper watershed hydrology and downstream flood protection requires greater alignment of regulatory and emergency response functions pertaining to dam and levee safety, flood management operations, data sharing, and project delivery. The Department will explore opportunities to recharge groundwater basins with flood waters, and pursue strategic multi-benefit investments, where feasible, to reduce urban and rural flood risk, protect local water supplies, and decrease state liability. In addition, the Department will also work to maintain its position as a respected state partner in emergency preparedness, response, and recovery.

Improve and expand integrated watershed management and bring groundwater basins into balance – California's water management success rests in large part on the public water agencies that are responsible for investing in a drought-proof and sustainable water supply that supports the economy and environment. To prepare California for climate change, the Department must take a comprehensive, multi-pronged approach to water management that aligns state and local planning efforts and statutory responsibilities to ensure wise and equitable use of water. The Department will complete the five-year update to the California Water Plan and implement new mandates to improve water use efficiency and sustainable groundwater management. The Department will also continue efforts to provide safe drinking water to all California communities and integrate local and state water management strategies.

Make the Department an employer of choice for our field of expertise and practitioners of good government – The Department is preparing for the workforce of tomorrow. With an expected wave of retirements in leadership positions, the Department is working to reorganize in ways that promote innovation and sustainability. This is an opportunity to thoughtfully promote the Department as a water industry leader, one that embraces new technologies, seeks new ideas from other sectors, and actively engages with the international engineering and safety communities. The Department will expand recruitment efforts, support pathways to leadership, and increase public and stakeholder awareness of priorities and accomplishments. The development of employees is critical to the future success of the Department and its ability to deliver water to Californians.

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CORE VALUES

World-Class Safety Organization

DWR is committed to the protection of the public and to the safety of its employees and partners. Safety is integrated into DWR's culture, and safety practices are implemented by each employee who actively participates in and supports the Department's mission. Public safety is the first priority among all aspects of management and operation of DWR's infrastructure. Infrastructure risk will continue to be identified, prioritized, managed, and communicated to the public.

Partnership Development & Transparency

The Department strives to inform and educate the public about the importance of water, California's unique water challenges and opportunities, and its role in managing and protecting a sustainable water supply for communities and ecosystems. DWR's work affects every Californian, neighboring states, and drives national and international discussions. Across communication platforms, DWR is committed to providing timely, accurate, and accessible information to the public, partners, and media. DWR values its relationships with federal and local governments, tribes, academia, and non-governmental organizations to achieve statewide water management goals, plan for emergencies and minimize risks, and develop best available science and engineering tools.

Science Drives Our Decision-Making

DWR is dedicated to using best available science to make informed management decisions, a commitment that includes supporting staff-driven scientific inquiry and publication, scientific community engagement, and promotion of cutting-edge technologies. DWR will continue to incorporate science into all planning and project development actions, and will share expertise gained through this work with the national and international water community.

Environmental Stewardship

DWR recognizes California as one of the world's great biodiversity hotspots. Anthropogenic influence – water management included – has impacts on natural resources; and environmental protections for many species has impacts on water management. DWR is committed to addressing legacy impacts as well as current conflicts between water management and natural resources. Integration of ecological principles into infrastructure planning and project design is critical, and complements the incorporation of climate change mitigation and adaptation strategies into all DWR areas of focus.

Professionalism & Respect

The Department is responsible for conducting business in a professional, courteous, ethical, and safe manner by demonstrating integrity, honesty, good judgement, courtesy, and respect at all times. Employees frequently interact with members of the public, stakeholders, partners, and colleagues to resolve a variety of difficult challenges. By maintaining positive relationships at work, DWR is able to provide the best public service to all Californians. DWR strives to create a trusting and welcoming workplace where employees embrace diverse viewpoints and treat each other with civility and respect.



GOALS, OBJECTIVES, AND STRATEGIES

Secure the Functions of the State Water Project for Future Generations

The State Water Project (SWP) is the largest state-owned and operated water storage and delivery system in the country. It provides water for 27 million people and 750,000 acres of irrigated agriculture. Through the SWP, DWR improves water quality in the Delta, manages Feather River flooding, generates power, provides recreation, and enhances fish and wildlife habitat. DWR's assets and the supporting water management infrastructure are reaching the end of their life. DWR will need to address its aging infrastructure, and impacts associated with climate change, population growth, ecosystem stressors, and funding constraints. In the next three years, DWR will adopt a unified framework for condition assessment, risk management, and strategic planning for capital investments to prepare the SWP infrastructure for the next 50 years.

GOALS AND OBJECTIVES

Goal 1: Invest and be innovative in solutions to ensure the safety, flexibility, reliability, and resilience of the State Water Project infrastructure and adapt to the impacts of climate change while contributing to restoration of California's ecosystems.

Objectives:

1. Complete the reconstruction of the Oroville Flood Control Spillway and the Emergency Spillway to their original design capacity.
 - Implement recommendations of the Oroville Dam Safety Comprehensive Needs Assessment.
 - Identify priorities and provide solutions to enhance the integrity and resiliency of the Oroville Dam Complex and Oroville Water Control Manual.
2. Build upon and expand the current SWP Asset Management Program and incorporate business practices across all SWP divisions to address major infrastructure projects, including Oroville, Castaic, and Pyramid Dam modernization, Delta Conveyance implementation, and subsidence rehabilitation.
 - Conduct a comprehensive review of SWP assets to evaluate the expected performance, operational reliability, and resilience of SWP infrastructure.
 - Adopt a unified framework for condition assessment, risk management, and strategic planning of capital investments.
 - Develop a long-term capital investment plan to ensure public safety and the reliability of the system.
 - Establish a SWP Infrastructure Risk Management Program to provide policy direction and review performance indicators for improved decision-making.
3. Improve SWP facility Emergency Action Plans and relationships with local emergency management agencies.

Goal 2: Be flexible and innovative in adapting to the evolving power market.

Objectives:

1. Develop new and refine current strategies for the SWP power portfolio.
 - Investigate and plan future improvements and technology upgrades to better position the SWP for the evolving power market.
 - Implement DWR Climate Action Plan through procuring and developing clean energy to achieve carbon neutrality by 2045.
 - Perform long term power planning studies that demonstrate the viability and benefits of investing in adding flexibility and reliability to the SWP system.
2. Complete assessment of opportunities for the SWP to increase operational flexibility, reliability, and resiliency to support the California energy grid.
 - Actively propose power market design changes that protect and enable SWP participation in supporting the state's decarbonization goals.

Goal 3: Integrate and coordinate environmental compliance across DWR divisions.

Objectives:

1. Collaborate across divisions on projects, programs, and initiatives to pursue solutions that fully meet environmental requirements and identify opportunities for additive multi-benefit approaches.
 - Adopt a multi-disciplinary approach to achieving environmental compliance.
 - Establish practices using lessons learned and in-house expertise to inform solutions while ensuring consistency and continuity and improving success. Develop and maintain strong relationships with staff at all levels of key federal, state, and local regulatory agencies.
2. Implement the requirements of permits and agreements (e.g., ITPs, BiOps, FERC licenses, etc.) for operating and maintaining DWR's facilities.
 - Use state-of-the-art tools, innovative planning, and scientific and engineering research and knowledge to inform DWR policy and Management decisions.
 - Incorporate climate change, flood and drought resiliency, and future variability into planning, implementation, operation, and maintenance of DWR assets.
 - Develop and maintain in-house environmental and engineering expertise (e.g., research, permitting, monitoring, design, etc.).

Goal 4: Obtain permits for and begin implementation of a Delta Conveyance facility.

Objectives:

1. Complete environmental review and permitting.
2. Engage with Delta counties and other agencies with authorities and responsibilities in the Delta to improve transparency and communication.
3. Effectively manage and reduce risks associated with project implementation.
4. Provide technical and financial oversight, and ensure compliance with SWP standards, safety protocols, regulatory compliance, and other requirements and policies.
5. Ensure project specifications meet DWR standards for safety, durability, and long-term operations and maintenance of facilities.

Goal 5: Promote affordability and ensure fiscal responsibility of the SWP.

Objectives:

1. Negotiate affordable and diversified power contracts, manage compliance costs, and capture revenue from surplus generation.
 - Actively participate in rate proceedings and the development of alternative transmission arrangements to lower transmission costs.
2. Implement the new Financial Management Enhancement Program.
 - Project capital expenditures, including long-term infrastructure improvements, to ensure stable bond financing.
 - Standardize processes for planning through risk-informed decision making, budgeting, project funding, tracking, and billing.
 - Implement a refined budget review process with SWP contractors.
 - Extend Water Supply Contracts to match cost recovery with the economic life of the facility.
 - Address cash-flow requirements through adequate cost recovery.



Implement a Comprehensive and System-wide Approach to Dam Safety, Flood Protection, and Emergency Management

DWR protects lives, infrastructure, and the environment through management of dams and floods. DWR's Dam Safety program is responsible for ensuring the safety of over 1,200 jurisdictional dams statewide. DWR's Flood Management program is responsible for the implementation of flood risk reduction projects pursuant to the Central Valley Flood Protection Plan, oversees the maintenance of 1,600 miles of levees in the Central Valley, and also performs broader statewide flood management responsibilities. This work protects \$880 billion in assets, and approximately 8 million people (1 in 5 Californians) at risk of flooding. DWR seeks to strengthen coordination within watersheds to protect communities and the natural environment through flood management planning, project implementation, system operations and maintenance, and emergency preparedness, response, and recovery. DWR will continue to coordinate cost-sharing efforts across local, state, and federal partners to secure funding mechanisms for project implementation, and operations and maintenance, as well as pursue multi-benefit projects, where feasible.

DWR, in conjunction with other state agencies, plays a significant role in preparing for, responding to, and mitigating emergencies, disasters, and security threats. DWR is improving emergency communication platforms, emergency training, and deployment procedures. In preparation for future emergencies or security threats, DWR will update its plans that address security, mission-essential functions, and all-hazards emergency response, as needed.

GOALS AND OBJECTIVES

Goal 6: Bolster the nation's leading regulatory state dam safety program.

Objectives:

1. Ensure the safety of state jurisdictional dams.
 - Supervise the construction, enlargement, alteration, repair, and removal of dams and reservoirs for the purpose of protection of life and property.
 - Inspect all jurisdictional dams and their appurtenant structures to confirm continued maintenance and safe operation for the purpose of safeguarding life and property from injury by reason of failure.
 - Develop enforcement regulations in coordination with the Office of General Counsel that provide clear direction when dam owners are found to be in violation of Chapter 1, Division 2, Title 23 of the California Code of Regulations.
2. Incorporate best dam safety practices.
 - Conduct independent engineering reviews of designs for new or enlarged dams, and designs for the alteration and repair to existing dams.
 - Conduct evaluations of jurisdictional dams that meet or exceed dam safety best practices.
 - Work with other organizations to advance and promote dam safety.
3. Promote safety downstream of dams.
 - Review and approve inundation maps for incorporation into Emergency Action Plans.
 - Work with Cal OES to ensure that dam owners comply with the statutory requirement to have an Emergency Action Plan containing approved inundation maps.
 - Educate and inform dam owners and the public about dams by providing inundation maps and general dam safety awareness information online.

Goal 7: Increase awareness of flood risk and assist local entities through the Floodplain Management program.

Objectives:

1. Assess and characterize the risk of flooding.
 - Lead statewide flood risk assessment and mapping efforts in coordination with FEMA and local agencies.
 - Inventory areas, including dam inundation zones, with flood risk to describe the consequences associated with flooding within a Library of Models.
2. Promote flood risk awareness and provide community assistance in floodplains through FEMA's National Flood Insurance Program (NFIP) in coordination with Cal OES.
 - Conduct FEMA NFIP Community Assistance Visits and provide technical support to local floodplain managers, including providing Community Rating System credits.
 - Assist local agencies to update their local Hazard Mitigation Plans, local general plan updates, and other floodplain management actions.
 - Participate in FEMA's Collaborative Technical Assistance program to promote coordination between dam owners and downstream communities.
3. Provide technical and financial assistance based on Federal floodplain management regulations and principles to reduce flood risk.
 - Design and administer effective local assistance grant programs for construction of flood risk reduction projects for small communities and urban areas outside of the State Plan of Flood Control, conduct special watershed studies in recent burn areas, develop floodplain and evacuation maps, and update local floodplain management plans and ordinances.
 - Prepare best practice guidebooks to promote floodplain management and flood risk reduction.
 - Assess and review state-owned facilities located in floodplains for consistency with federal standards in coordination with the State Architect.
4. Identify the need for flood risk reduction projects and policies that are consistent with and exceed Federal floodplain management regulations and standards.
 - Prepare and update a report on the Statewide flood risk exposure.
 - Establish a task force to explore options to reduce flood insurance costs to California property owners.
 - Create a Unified California Program for Floodplain Management that is consistent with the Unified National Program for Floodplain Management.

Goal 8: Provide effective flood emergency preparedness and response.

Objectives:

1. Assess real-time hydrologic and flood system conditions and provide forecasts and flood warnings.
 - Develop a statewide network of instrumentation and monitoring capabilities to provide real-time information, warning, and notification for acute risks.
 - Collect, analyze, and disseminate real-time hydrometeorological data, reservoir status, and flood emergency information and warnings.
 - In cooperation with the U.S. Army Corps of Engineers and reservoir owners, expand forecast-coordinated (F-CO) and forecast-informed (FIRO) reservoir operations in watersheds where improved weather forecasting capabilities would allow reservoir operators to improve flood control and water supply reliability.
 - Use emerging technologies and partnerships to improve forecasts of precipitation, seasonal snowpack, and runoff to support more efficient water management and help estimate the impacts of climate change on future hydrologic conditions.
 - Evaluate climate change impacts to watersheds to improve short-term river forecasting, long-term snow melt runoff, and water supply forecasting.
 - In coordination with partner agencies, inspect, assess, and report on flood project conditions.
2. Prepare for flood emergencies.
 - Train and develop staff to effectively monitor hydrologic conditions and respond to flooding.
 - Facilitate inter-agency emergency exercises and pre-season flood briefings to facilitate alignment with local, tribal, state, and federal emergency responders.
 - Develop material stockpiles and facilities to augment local supplies.
 - Build local and regional operational capacity to respond to flood events with local assistance grants.
 - Support the development of a Delta emergency preparedness and response strategy and an interagency unified command system framework.
3. Respond to flood emergencies.
 - Provide flood fighting advice and assistance to local agencies during flood emergencies.
 - Disseminate flood information and coordinate flood response with federal, state, tribal, and local agencies.



Goal 9: Effectively operate and maintain the State Plan of Flood Control (SPFC) facilities.

Objectives:

1. Reduce flood risks to SPFC protected areas.
 - Conduct all routine operations and maintenance, repair, replacement, and rehabilitation activities for areas in which the State has a legal responsibility, including leveraging multi-benefit aspects as feasible in State Maintained Areas and Maintenance Areas.
 - Support local maintaining agencies responsible for operations, maintenance, repair, replacement, and rehabilitation activities for the SPFC.
 - Conduct inspections and evaluations of channels, facilities, and levees associated with Flood Maintenance and Operations Branch responsibility within the SPFC features in the Sacramento River Flood Control Project and Middle Creek Project.
 - Obtain comprehensive environmental permitting and conduct tribal consultation, engagement, and outreach for flood projects and operations and maintenance of the flood control system.

Goal 10: Identify and implement new capital improvement projects that reduce flood risk and enhance the environment.

Objective:

1. Support flood risk reduction projects.
 - Implement improvements to the SPFC identified in the Central Valley Flood Protection Plan in coordination with the USACE, CVFPB, and local agencies, and address other known critical deficiencies through the entire SPFC system.
 - Complete flood improvements along the American and Sacramento Rivers and the Yolo Bypass.
 - Advance urban multi-benefit projects that reduce flood risk, protect habitat, and provide recreation.
 - Work with USACE and local agencies to provide financial assistance to the design and construction of flood risk reduction projects across the state.



Goal 11: Prepare DWR for security and emergency situations.

Objectives:

1. Update the Department's security and emergency response plans.
 - Develop a comprehensive Security Plan to address public and employee safety, access controls, special event protocols, and incident notification protocols for all DWR facilities.
 - Develop the Continuity of Operations Plan to prepare for any event that might disrupt mission-essential functions.
 - Develop the All-Hazards Emergency Response Plan to prepare for and respond to the next emergency.
2. Train Department staff to implement emergency response plans.
 - Prepare staff to work in an Incident Command System structure by providing comprehensive Standardized Emergency Management System/National Incident Management System training.
 - Increase awareness of changing security requirements through training and exercises with staff.
3. Improve emergency communications capabilities.
 - Establish an employee emergency notification system to alert employees and mobilize key staff.
 - Ensure DWR can communicate during emergencies.
 - Ensure DWR communication systems are interoperable with allied response agencies.
4. Develop partnerships to strengthen DWR's role in critical infrastructure protection, statewide emergency response, and recovery support functions.

Improve and Expand Integrated Watershed Management and Bring Groundwater Basins into Balance

Sustainable water management relies on integrated approaches such as: collaborative watershed planning that bridges traditional sector divides; regional assistance that adapts to diverse local agency and community needs; integration of new groundwater policies and regulatory frameworks; and multi-benefit project delivery for infrastructure resilience and ecosystem restoration. The Department engages state, local, and federal agencies, tribes, non-governmental organizations, and other stakeholders to achieve sustainable water management across the state. DWR will address challenges from the upper watershed ecosystems to the communities that rely on clean and affordable water; and DWR will oversee the return of sustainably managed groundwater basins, river systems, and local water supplies through implementation of its planning, local assistance, and regulatory responsibilities.

GOALS AND OBJECTIVES

Goal 12: Develop strategic long-term plans and data resources to address California's changing climate and evolving water management challenges.

Objectives:

1. Pursue watershed-based planning and management that improves sustainability and resiliency through collaborative partnerships and networks. This will be developed through the California Water Plan Update and DWR's Climate Action Plan, watershed studies, grant programs, and other integrated watershed management programs and initiatives.
2. Develop updates to DWR plans, such as California's Groundwater (Bulletin 118) and the Central Valley Flood Protection Plan.

3. Contribute to statewide plans and water related initiatives, including the State's Fifth Climate Change Assessment and State's Climate Adaptation Strategy Update.
4. Develop data and tools critical to strategic local, state, federal, and tribal decision-making.
5. Expand access to data, in alignment with the Open and Transparent Water Data Act (AB 1755), to drive innovation, research, and improve watershed management decision-making.
6. Further implement the Climate Action Plan - Phase II by improving understanding of climate vulnerability and adaptation through development of risk-based analyses. These analyses will enable robust and flexible planning for DWR projects and external efforts, such as the watershed studies for the San Joaquin Valley.
7. Implement pertinent recommendations from the Climate-Safe Infrastructure Working Group (AB 2800).

Goal 13: Provide communities with technical, financial, and policy assistance that respond to local challenges and opportunities.

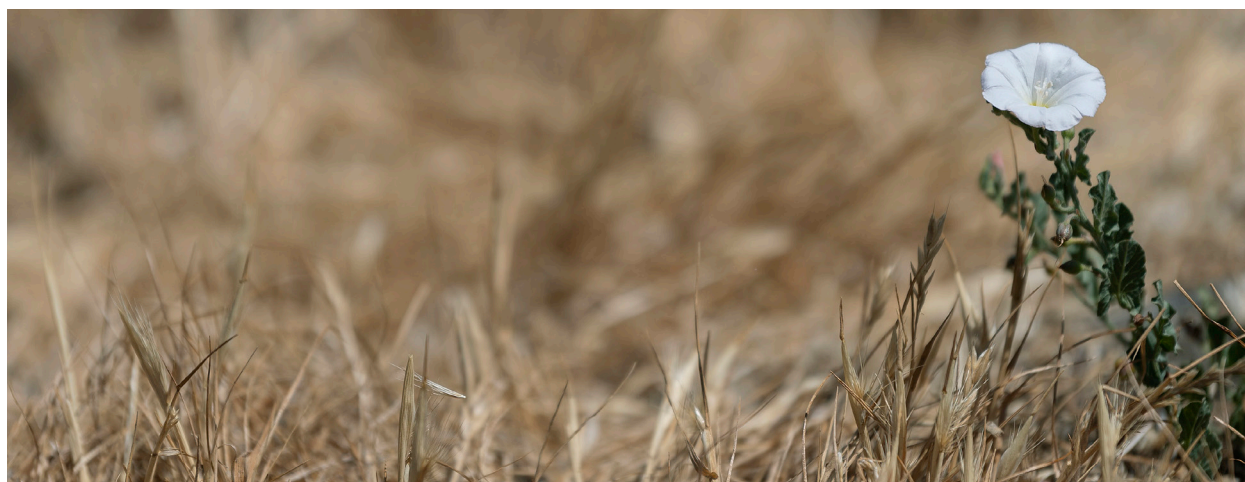
Objectives:

1. Assist local and regional agencies to effectively manage water resources consistent with state vision and policies.
 - Pursue actions and policies that ensure access to safe, clean, and affordable water for all Californians.
 - Provide opportunities for tribal and disadvantaged communities involvement in planning and implementation efforts.
 - Provide financial incentives for projects that support the principles of integrated watershed management.
 - Provide guidance to local and regional agencies to ensure effective implementation of water use efficiency legislation, sustainable groundwater basin management, and climate analysis and adaptation.
 - Support water management planning by local and regional agencies and improve reporting compliance (e.g., Model Water Efficient Landscape Ordinance Reports, Urban Water Management Plans, Agricultural Water Management Plans, Urban Retail Water Loss Audit Reports, and Aggregated Farm-Gate Delivery Reports).
 - Align the implementation of local financial and technical assistance efforts with the Sustainable Groundwater Management Act (SGMA) implementation requirements.
2. Accelerate the department's on-the-ground impact by leveraging Regional Office community relationships and watershed management expertise.
 - Provide Regional Offices with more consistent funding sources that allow adaptive responses to the unique needs of communities and watersheds.
 - Prioritize and support assistance to communities for integrated watershed management, including additional resources for Regional Offices and the DWR Tribal Policy Advisor to support Tribal and disadvantaged community outreach, coordination, technical assistance, and natural disaster response.
 - Improve strategic communication and coordination between DWR headquarters and Regional Offices

Goal 14: Restore critical ecosystem function to California's watersheds through multi-benefit habitat and flood-risk reduction projects that include nature-based solutions and adapt to a changing climate.

Objectives:

1. Implement near-term restoration projects in priority watersheds.
 - Construct habitat and dust-mitigation projects consistent with the Salton Sea Management Program Phase 1: 10-Year Plan.
 - Advance the San Joaquin River Restoration Program and other restoration plans addressing the Central Valley, coastal, and statewide needs.
 - Progress the California EcoRestore initiative and support planning for subsequent phases of landscape-level Delta restoration.
 - Assist with restoration efforts of upper watersheds, meadows, riverine systems, and other areas important for biodiversity and water supply.
 - Secure stable financial support for the maintenance of restored habitats.
2. Pursue large-scale multi-benefit projects that reduce flood risk and contribute to the recovery of fish and wildlife populations.
 - Pursue on-site mitigation strategies as basic components of project design; where possible, pursue opportunities for additional ecosystem 'uplift'.
 - Improve the monitoring and tracking of ecosystem function, habitat, and species needs throughout the Central Valley and Delta flood system.
 - Maximize application of new approaches to regional-scale project permitting, such as Regional Conservation Investment Strategies and Habitat Conservation Plans.
 - Ensure sustainable funding for long-term operations and maintenance of multi-benefit projects.
3. Collaboratively develop a 10-year vision for public and private lands in the Delta via the EcoRestore program such as:
 - Habitat restoration needed to achieve the Governor's 30x30 initiative, various departmental regulatory obligations, and ecosystem uplift consistent with the CVFPP Conservation Strategy and other relevant objectives.
 - Sustainable agriculture on DWR-owned islands, consistent with the Administration's Natural and Working Lands Climate Smart Strategy and basic principles of water use efficiency and habitat enhancement.
 - Climate change mitigation and adaptation, such as expanding managed wetlands of subsidence reversal and exploring opportunities for carbon capture and sequestration.
 - Policy and incentive-based approaches to catalyze these and other public interests on other public and private lands.



Goal 15: Support local progress in achieving and maintaining sustainability of California's groundwater basins.

Objectives:

1. Effectively perform SGMA regulatory oversight.
 - Evaluate and review GSPs and Alternatives to assess likelihood of achieving sustainability.
 - Support the submittal of annual reports and five-year GSP and Alternative updates to reflect incorporation of DWR's recommended corrective actions and track implementation progress.
 - Continue to build effective communications between DWR and GSAs around adaptive management and implementation of GSPs to achieve and maintain sustainability for the state's groundwater resources.
2. Provide technical assistance for all groundwater basins to strengthen statewide groundwater management.
 - Develop and provide data, tools, models, templates, and guidance materials to support entities in groundwater basins and non-basin areas with active planning and monitoring of sustainable groundwater use.
 - Implement statewide basin characterization efforts using cutting edge technology to improve the understanding of groundwater basins and inform groundwater management decisions and the identification of effective groundwater recharge sites.
 - Update California's Groundwater (Bulletin 118) every five years and continue enhancing the California's Groundwater Live web application that allows users to explore, analyze, and visualize the latest groundwater data and information for California.
 - Align the CASGEM and SGMA groundwater monitoring and reporting activities to strengthen and support long-term groundwater data collection and reporting to support groundwater management and drought planning.
 - Enhance the Online Submission of Well Completion Reports (OSWCR) system and work toward developing, in coordination with other state and local entities, a universal well identification numbering system and active well inventory for the State.
3. Foster outreach and engagement assistance related to groundwater management and governance.
 - Provide assistance to GSAs by developing multi-lingual guidance resources.
 - Improve public understanding and encourage local leadership through statewide groundwater education efforts.
 - Encourage inclusivity and collaborative, diverse stakeholder engagement in considering all beneficial users of groundwater, including underrepresented communities and Tribes.
 - Promote and share local GSA efforts with the broader water management community to adapt and develop innovative solutions to achieve groundwater sustainability.
4. Coordinate with other state agencies in pursuit of policy and programmatic alignment to improve comprehensive management of surface and groundwater.
 - Prioritize and participate in the Groundwater State Interagency Team.
 - Develop and implement groundwater management and drinking water well principles and strategies to anticipate and proactively address potential drought impacts on communities.
 - Continue robust coordination with necessary State agencies for SGMA implementation.
 - Strengthen internal coordination across DWR programs that directly and indirectly contribute to improved groundwater basin conditions and long-term water supply reliability.
 - Strengthen internal coordination across DWR programs that directly and indirectly contribute to improved groundwater basin conditions and long-term water supply reliability.

Make the Department an Employer of Choice for Our Field of Expertise and Practitioners of Good Government

The development of employees is critical to the future success of the Department and its ability to deliver and manage California's water resources. From improving recruitment strategies, to boosting training programs, and having the relevant tools and technology available, DWR is committed to attracting and retaining top talent through their entire careers. DWR seeks to create a culture that is challenging, rewarding, and fun. To create an environment where employees can achieve their career goals, DWR will dedicate resources to career planning, training, and mentorship that empowers employees to innovate and advance within the organization. Above all else, DWR employees strive to be practitioners of good government. The Department is accelerating efforts to become a leader in sustainability, constantly refining and improving upon the way it does business. DWR also acknowledges the need for diverse perspectives and ideas to solve for the equity challenges many Californians face. Teams with multi-disciplinary experiences are more critical than ever as the Department rises to the challenge of creating a resilient water system that serves all communities for generations to come.

GOALS AND OBJECTIVES

Goal 16: Expand recruitment efforts to attract and retain top talent.

Objectives:

1. Broaden and expand marketing and Diversity, Equity and Inclusion (DEI) efforts.
 - Increase resources to expand attendance at middle and high schools, colleges and career fairs with a focus on those that serve underrepresented populations.
 - Promote job bulletins with professional organizations, internet recruitment websites, targeted publications, and on DWR social media platforms.
 - Revise existing and develop new recruitment materials and methods to educate job applicants on the state's hiring process.
 - Enhance DWR's current 'Careers' webpage and job advertisements to attract diverse candidates and better promote DWR's brand, culture, and accomplishments.
2. Improve the candidate selection process.
 - Refocus DWR's Recruiters' Roundtable to define its mission, clarify each division's role in recruitment, discuss and address recruitment issues, streamline recruitment processes, and provide support for recruitment initiatives and activities.
 - Partner with the California Department of Human Resources (CalHR) to develop more online examinations and revise outdated classification specifications.
 - Develop a strong workforce pipeline by expanding the Student Assistant Program.
 - Implement policies to remove implicit biases from the recruitment process.

Goal 17: Support pathways to leadership and increase knowledge transfer across the Department.

Objectives:

1. Enhance and promote existing training opportunities for supervisors and managers.
 - Align management development training with CalHR's core leadership competencies and current trends in management and leadership development.
 - Align staff development training opportunities with CalHR's core competencies.
 - Invest in technologies to expand delivery methods of training and core competencies.
2. Provide career planning, growth, and knowledge transfer opportunities.
 - Expand the marketing of DWR job opportunities to current employees.
 - Provide cultural competency training for staff on tribal engagement and consultation practices.
 - Develop and implement a job rotation program to provide alternative hands-on learning and upward mobility opportunities.
 - Develop and implement a mentoring program available to all employees to support upward mobility and a pipeline to management and executive management.
 - Sponsor a monthly brown bag series for employees to learn about activities and programs.
3. Leverage expertise within OGC, PAO, and DTS to bolster program efforts and meet the Department's mission.
 - Establish inter-disciplinary teams to improve understanding of complex challenges, maintain consistent messaging, and promote collaboration.
 - Develop new digital tools and business processes that increase transparency and optimize outcomes across teams.
 - Coordinate internal communications to improve Department-wide understanding of priorities and policies.

Goal 18: Support employee work-life balance.

Objectives:

1. Conduct regular employee engagement surveys and organizational health initiatives to assess employee job satisfaction, career growth potential, work-life balance, and recognition efforts.
2. Develop and implement an employee wellness program.
 - Establish a DWR Wellness Coordinator position in the Division of Human Resources.
 - Promote building amenities that support an active lifestyle.
 - Coordinate and promote health-related events or initiatives, such as walking clubs, on-site flu shots, health fairs, and progress-based incentive programs.
3. Promote childcare support and services.
4. Develop and provide training to supervisors and managers on work-life balance for employees.
5. Provide flexible schedules and telework opportunities when feasible, particularly during and after the COVID-19 pandemic.

Goal 19: Increase employee recognition.

Objectives:

1. Develop and implement a Department-wide informal recognition program that supports and promotes peer-to-peer, supervisor-to-employee, supervisor-to-team, or manager-to-employee(s) recognition.
2. Enhance the Department's formal recognition program to highlight accomplishments and increase awareness of recipients.
3. Expand recognition of employee milestone anniversaries (1, 5, 10-year, etc.).
4. Develop and implement "Employee Spotlights" on Blue to highlight staff interests, accomplishments, etc., via peer or manager nomination.

Goal 20: Advocate for the safety of all employees through DWR's world-class safety system.

Objectives:

1. Demonstrate management commitment to safety.
 - DWR executive team and Division Managers will regularly share safety messages with employees.
 - Managers and supervisors will lead focused safety discussions in staff meetings and invite feedback for DWR's safety system, including workplace safety.
2. Empower employees to work in a safe manner by encouraging the use of "stop work authority."
3. Provide safety leadership training for managers, supervisors, and employees.
4. Establish an annual safety day.



Goal 21: Achieve sustainable outcomes in DWR's mission and daily activities through a revitalized focus on accountability and implementation.

Objectives:

1. Create accountability through clearly defined goals, objectives, and a cycle of continuous improvement.
 - Create a sustainability plan that uses clear metrics to identify specific year-2030 benchmarks.
 - Convene and reconstitute the Sustainability Workgroup with a rotational Deputy Director chairpersonship and an expanded membership representing major program areas across the Department.
 - Prepare an annual sustainability progress report for the Director's review that includes any recommended changes to DWR policies.
 - Post a public-facing sustainability dashboard to demonstrate our commitment towards sustainability.
 - Update the Department Administrative Manual (DAM) Policy on Sustainability by July 1st, 2022 and expand to include all DWR programs.
2. Incorporate sustainability concepts, best practices, and principles into future plans, programs, and policies.
 - Develop and sustain internal capacity to utilize independent sustainability certification processes such as the Envision Rating Tool. Initiate implementation of a significant infrastructure project utilizing the Envision Rating Tool by July 1st, 2021.
 - Prepare and provide recommendations for promoting sustainability in the grant-making process to the Financial Assistance Internal Review (FAIR) Committee.
 - Partner with other state, local and Federal Agencies to collaborate on ways to improve sustainability, especially as they relate to joint projects or grants.





